



# LEADER Programme

## Performance Monitoring Guidance

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Rialtas na hÉireann  
Government of Ireland



The European Agricultural Fund  
for Rural Development: Europe  
investing in rural areas



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# Introduction

The purpose of this document is to assist LAGs and IPs in their understanding of the performance monitoring data collected via the LEADER ICT System.

The ICT system is designed to collect information for the analysis of overall LEADER Programme performance as part of the monitoring and evaluation requirements for the Rural Development Programme (RDP) 2014-2020. Programme performance is assessed through the use of common indicators across member states which measure outputs and changes as a result of LEADER interventions at local level. These indicators feed into a common monitoring and evaluation system for rural development to measure achievements at RDP and European level and therefore it is vital that the information collected in relation to Irish LEADER projects is as accurate as possible.

This guidance document contains Parts 1 & 2 as well as two supporting appendices. A summary of each part and appendix is provided below:

**Part 1** details the LEADER performance indicators that apply to **all** projects, outlining the importance of this data for LEADER performance monitoring and evaluation (e.g. the importance of selecting the correct local objective for each project). These indicators are captured as mandatory fields via the project record on the LEADER ICT System.

**Part 2** outlines the '*end of project*' indicators that are required to be collected for LEADER projects once they have been completed and final payments have been issued (*depending on certain project criteria*). The details of the particular projects that will need to report on end of project data are provided, along with a step by step guide of the data that will be requested.

**Appendix 1** – Contains descriptions of full-time/part-time/seasonal positions and instructions on how to calculate a 'Full Time Equivalent' (FTE), as well as details on validation rules for the anticipated jobs and actual jobs screens on the LEADER ICT System.

**Appendix 2** - a list of all possible *Themes* and *Sub-themes* (as well as the corresponding *Sector and Initiative categories*), providing brief descriptions for each. These fields form some of the most important monitoring & evaluation criteria for LEADER funding. It is important that the correct values are chosen when completing these fields. Please refer to Appendix 2 if you are unsure of the project theme, sub-theme & sector/initiative category to choose.

# Part 1

## Performance Monitoring Data for all Projects

Performance monitoring is a key element of the LEADER ICT System. To help end-users ensure they gather the required performance related data, a significant number of performance monitoring data fields are included as mandatory fields on the project record. Some of the key areas which will feed into the overall performance monitoring of the LEADER Programme are outlined below.

### 1.1. Primary Local Objective

A key requirement for the 2014-2020 LEADER programme is for the LAG/IP to monitor and evaluate their strategy. One of the reasons for this requirement is to ensure the LAG is on-target to meet their local objectives (as set out in their Local Development Strategy/LDS). Therefore it is important that the correct objective is assigned to a project. Once this information (& its corresponding theme, sub-theme and sector/initiative category) is recorded, this forms an important group of monitoring and evaluation data that helps the LAG/IP monitor the status of the objectives for their LDS area.

Prior to moving a project from Stage 2 to Stage 3 on the LEADER ICT System, the user must choose the primary local objective for that project. This is chosen from a pre-populated list that contains the objectives applicable to the LDS area (as per the corresponding LDS). In order to ensure the correct local objective is chosen, the user can click into the primary local objective name where the description of the objective can be seen.

On the project record, the user will be asked to select the relevant primary local objective from a look up list – see the screenshots in Figure 1 and 2 below.

Figure 1: Primary Local Objective, Theme, Sub-theme

The screenshot displays a project record form with the following fields and values:

- Project Name \***: Green Earth Organics (Analysis and Development)
- Description\* \***: This project is for the analysis and development element of a new organic supermarket in Mallow.
- Primary Local Objective**: (02) To support Enterprise Development (highlighted with a red box)
- Theme**: Rural Economic Development, Enterprise Development And Job Creation
- Sub-Theme**: Enterprise Development

When the user clicks into the primary local objective they will see the below screen which displays the description of the primary local objective, as presented in the LDS.

Figure 2: Primary Local Objective Description

**Local Objective**  
**(02) To support Enterprise Development**

**General**

LDS: Cork West LDS

Sub-Theme: Enterprise Development

Name \*: (02) To support Enterprise Development

**Description**

This is a sample description of the local objective (02) To Support Enterprise Development as outlined in the LDS.

The objective is to support local enterprise development. This will be achieved by supporting market research, business planning and a capital investment for a local social enterprise to sell organic food and eco-friendly products etc.

## 1.2. Theme & Sub-theme

The content of the *Primary Local Objective* field determines the Project *Theme* and *Sub-theme*. These fields are auto-populated on the basis of the Primary Local Objective chosen. As the *sub-theme* field is an important programme indicator, it is imperative that the correct *Primary Local Objective* is chosen, i.e. to ensure that the project *theme* and *sub-theme* is correct.

Figure 3: Primary Local Objective, Theme, and Sub-theme

Primary Local Objective: (02) To support Enterprise Development

Theme: Rural Economic Development, Enterprise Development And Job Creation




Sub-Theme: Enterprise Development

## 1.3. Sector or Initiative Category

Depending on the project *Theme* & *Sub-theme*, a specific list of corresponding *Sector or Initiative categories* is available for selection by the LAG/IP User. Examples of sector/initiative values include: Agri-Tourism, Food Tourism, ICT, Hospitality, Skills development projects and Water conservation initiatives. Please see Appendix 2 for a complete list of the sector/initiative categories and definitions relevant to each sub-theme.

**NOTE:** If you require a copy of your specific LDS Primary Local Objectives, their corresponding themes and sub-themes and sector/initiative categories, please email the department at: [rdp1420@dracd.gov.ie](mailto:rdp1420@dracd.gov.ie)

Figure 4: Sector or Initiative Category

Theme	 Rural Economic Development, Enterprise Development And Job Creation
Sub-Theme	 Enterprise Development
Sector or Initiative	 Food & Beverage

## 1.4. Target Groups

Figure 5: Primary and Secondary Target Group Look ups

Monitoring	
Primary Target Group	<input type="text"/>
Secondary Target Group	<input type="text"/> Other Target Group <input type="text"/>

If the project is under the sub-theme 'basic services for hard to reach communities', as well as selecting a sector or initiative category, the user must select a primary and, if relevant, a secondary target group from the following drop down list:

- Children
- Farmers on small holdings
- Fishermen
- Homeless individuals or those experiencing housing exclusion
- Islanders
- Local authority tenants
- Lone parents
- Long Term Unemployed people
- Migrants / New communities (including refugees / asylum seekers)
- NEETS (Young people who are not in Employment, Education or Training)
- Older people
- People living alone
- People with a disability
- Roma
- SME (Small and Medium Enterprise) owner
- Travellers
- Under-employed people
- Unemployed people
- Women
- Young people (15-35 Years)
- Other (please specify)

If the relevant target group(s) are not on the drop down list, please select other and specify the appropriate target group using the field provided.

## 1.5. Project Type

For each project, users will be requested to select a project type from the following 5 categories:

- Analysis and Development
- Capital
- Large Scale Project
- Marketing
- Training

Figure 6: Project Type, Project Sub-Type, and Applicant Type



The screenshot shows a form with three rows. The first row is labeled 'Project Type' and has a dropdown menu with 'Analysis and Development' selected. The second row is labeled 'Project Sub-Type' and has a dropdown menu with 'N/A' selected. The third row is labeled 'Applicant Type' and has a dropdown menu with 'Private' selected. Each dropdown menu has a magnifying glass icon on the right side.

The project type selected will determine the maximum rate of aid and maximum funding amount available – please see the LEADER Operating Rules for the funding thresholds for each project type. The project type will also determine some of the ‘end of project’ reporting requirements, e.g. training projects are required to report the number of participants who were trained, once a project is completed.

Further detail on the end of project reporting requirements is contained in Part 2 of this document.

## 1.6. Project Sub-Type

The various project sub-type categories are listed below. This is where the user records if the project is a co-operation project. The project sub-type chosen will also determine the level of funding available (see the LEADER Operating Rules for details on the project sub-type categories). In August 2018, an additional category for the LEADER Food Initiative was introduced.

- Co-operation Inter-territorial Full
- Co-operation Inter-territorial Preparatory
- Co-operation Cross-Border Full
- Co-operation Cross-Border Preparatory
- Co-operation Transnational Full Project
- Co-Operation Transnational Preparatory
- LEADER Food Initiative
- Not Applicable (the majority of projects will select “Not Applicable”)

## 1.7. Applicant Type

The 3 categories of 'applicant type' are as follows:

- Community
- Hard to Reach Communities
- Private

Further detail in relation to these categories and the maximum rates of aid can be found in the LEADER Operating Rules. The applicant type will also determine the end of project reporting requirements. Projects with the applicant type of 'hard to reach communities' will need to report on the number of people benefitting from the project/services provided.

## 1.8. Enterprise Projects

Prior to being able to move a project from Stage 2 to Stage 3, the LAG/IP User must answer the following question:

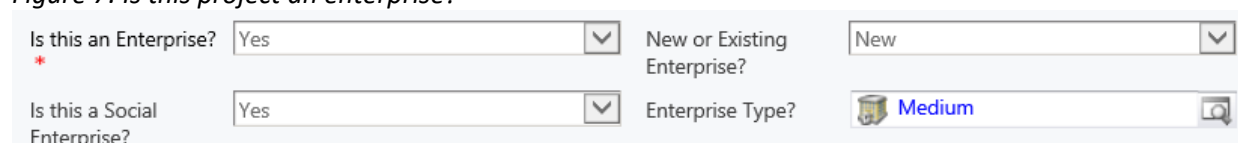
- *Is this an Enterprise?*

If they choose 'Yes' they must select whether the enterprise is *micro*, *small* or *medium*. The following definitions can be applied:

- **Micro-enterprises** are defined as enterprises that employ fewer than 10 persons and whose annual turnover or annual balance sheet total does not exceed € 2 million.
- **Small enterprises** are defined as enterprises that employ fewer than 50 persons and whose annual turnover or annual balance sheet total does not exceed € 10 million.
- **Medium-sized enterprises** are defined as enterprises that employ fewer than 250 persons and either have an annual turnover that does not exceed € 50 million, or an annual balance sheet not exceeding € 43 million<sup>1</sup>.

The user must also choose whether it is a 'new' or an 'existing' enterprise and if the enterprise is a 'social enterprise'.

Figure 7: Is this project an enterprise?



The screenshot shows a form with the following fields:

- Is this an Enterprise?** (marked with a red asterisk) with a dropdown menu set to 'Yes'.
- New or Existing Enterprise?** with a dropdown menu set to 'New'.
- Is this a Social Enterprise?** with a dropdown menu set to 'Yes'.
- Enterprise Type?** with a dropdown menu set to 'Medium'.

<sup>1</sup> Further information in relation to SME definitions can be found at [http://ec.europa.eu/growth/smes/business-friendly-environment/sme-definition\\_en](http://ec.europa.eu/growth/smes/business-friendly-environment/sme-definition_en)



## 1.9. Population benefitting from improved services/infrastructure

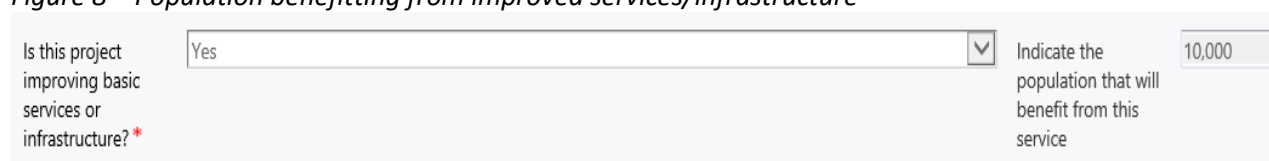
Information will be required in relation to the number of people benefitting from projects that improve local services or infrastructure, including ICT infrastructure.

Prior to the LAG/IP User being able to move a project from Stage 2 to Stage 3, users must answer the following question:

- *Is this project improving basic services/ infrastructure?*

If they answer 'Yes', the LAG/IP User is asked to indicate the number of people or population will benefit from these improvements.

Figure 8 – Population benefitting from improved services/infrastructure



The screenshot shows a form with two main sections. The first section is a dropdown menu with the label 'Is this project improving basic services or infrastructure? \*'. The dropdown is currently set to 'Yes'. The second section is a text input field with the label 'Indicate the population that will benefit from this service'. The input field contains the number '10,000'.

The *population that will benefit* is dependent on the size and reach of the project in question.

**Example 1:** A park upgrade in a village with a population of 2,000 should indicate the population benefitting from the service as the full population of the village.

**Example 2:** The development of a mens' shed in a town with a population of 9,000 should only indicate the approximate number of men who are expected to benefit from this service. So if the men's shed is expected to cater for 70 men over the duration of the project, the response should be 70.

## 1.10. Anticipated Jobs

This indicator applies to all projects that will be creating or sustaining employment as a result of LEADER funding. Employment figures are an important indicator for demonstrating the impact of LEADER funding. LAGs and IPs are asked to indicate if the project will create or sustain jobs and to provide a breakdown of the type of employment anticipated. At the end of the project, if the LAG/IP has indicated that jobs will be created or sustained, they will be asked to provide actual figures including a gender breakdown of any positions supported by the funding.

Figure 9 – Users are asked if the project will create or sustain jobs, and if so, to provide a breakdown of the anticipated number of full-time/part-time/seasonal jobs and the corresponding FTE figure

**Monitoring**

Primary Target Group

Secondary Target Group

Other Target Group

Is this project improving basic services or infrastructure? \*

Is this project creating or sustaining jobs? \*

Anticipated Jobs Created or Sustained \*

**Job Count**

Anticipated jobs created or sustained

**General**

New Full-Time *	<input type="text" value="1"/>	New Part-Time *	<input type="text" value="1"/>	New Seasonal *	<input type="text" value="1"/>	New FTE *	<input type="text" value="2.00"/>
Existing Full-Time *	<input type="text" value="2"/>	Existing Part-Time *	<input type="text" value="2"/>	Existing Seasonal *	<input type="text" value="2"/>	Existing FTE *	<input type="text" value="4.00"/>

The number of anticipated jobs is an indicator which applies to all projects that will be creating or sustaining employment as a result of LEADER funding. Please note that the figure provided here applies only to jobs that will be created or sustained after the project is operational and up-and-running, e.g. if the project was for a new coffee shop facility, the jobs would not include the numbers of builders employed to build or decorate the coffee shop. It would only apply to the jobs that will be created and/or sustained after the coffee shop was opened for business.

A job 'created' is a completely new job that would not have existed without LEADER funding. A job 'sustained' is a job that existed prior to LEADER funding, however, it would not have continued, i.e. been sustained, without LEADER funding for the project.

Prior to the LAG/IP User being able to move a project from Stage 2 to Stage 3, they must answer the following question:

- *Is this project creating or sustaining jobs?*

If the answer is 'Yes' they will be asked to complete the following:

- The anticipated number of jobs to be created (New)
- The anticipated number of jobs to be sustained (Existing)
- A breakdown of the above in relation to full-time/part-time/seasonal staff
- A Full Time Equivalent (FTE) figure (for new and existing jobs)

Appendix 1 contains definitions for the above categories and guidance on how to calculate the Full Time Equivalent (FTE) numbers.

*PLEASE NOTE: An FTE calculation tool in Excel has been circulated to all LAGs/IPs to assist with calculating their FTE figures. It is important to note that the CRM system does not perform this calculation automatically due to the many variations in hours that make up part time work – there is no ‘one size fits all’ approach. The FTE tool will allow each LAG/IP to enter the number of full time and part time hours as appropriate and they will be provided with a table which is identical to the fields as displayed on the ICT system so that they can easily see what needs to be populated for each field.*

***Saving your jobs data:***

*It is important to note that the user must save and close the anticipated jobs screen AND also save the project record in order for the details to be saved before moving away from the project record.*

A key element of the ‘end of project’ reporting requirements will include recording the actual number of jobs created and sustained – please see Part 2 for further detail on the end of project reporting requirements.

## Part 2

### Performance Monitoring Data: 'End of Project' Indicators

This section outlines the data that needs to be collected when a LEADER project is completed. A project is deemed to be completed when the final payment to the project promoter has been issued.

The following data will be required for completed projects:

1. Actual jobs data for those projects that anticipated employment
2. End of project indicators which apply to the following projects:
  - Projects with the project type 'Training' will be required to report on the number of people trained and the course duration.
  - Projects with applicant type 'Hard to reach Communities' will be asked to report on the number of people benefitting.
  - Projects with the sub-themes: 'Rural Tourism, Rural Youth and Basic Services for Hard to Reach Communities' will be asked to report figures including the number of people benefitting from these projects.

The data for projects completed in 2017 was recorded using off-line templates. As of August 2018, all end of project data will be recorded via the ICT system.

The figures required for the 'end of project' indicators will be 'actual' numbers as opposed to the estimated or proposed numbers that were provided at the beginning of the project. For example, whilst users were asked to input the anticipated number of jobs at the beginning of the project, they will now be asked to report on the actual number of jobs that were created or sustained by the project.

#### When does end of project information need to be reported?



End of project data needs to be submitted by the end of February of the year after the project was completed. Therefore, all projects completed in 2018 (i.e. the final payment was issued to the promoter in 2018) must enter the relevant data on the ICT system by the end of February 2019 to meet LEADER reporting requirements at a national level.

An email alert will be issued in each January to all LAGs/IPs that have end of project reporting requirements for the previous year, outlining the details for all projects where data needs to be submitted.

A detailed explanation of the data required and where to input the data on the LEADER ICT system is provided in the following sections.

The monitoring section on the project record now contains a new section called 'End of Project Information'. This is where you will record the actual jobs and the end of project indicators described above. These fields will be available to edit when the final payment has been made to the promoter. When the user clicks into the end of project indicators screen (see Figure 10 below) they will see **only** the relevant questions to be answered for that project. For example a project that has a project type of training and is also under the sub-theme 'basic services for hard to reach communities' will have two sets of questions to answer. The detail of each indicator is detailed next.

Figure 10: 'End of Project Information' section on project record (new fields to be populated for projects that were completed in the previous year)

The screenshot displays the 'Monitoring' section of a project record. It includes fields for 'Primary Target Group', 'Secondary Target Group', and 'Other Target Group'. Below these are two dropdown menus: 'Is this project improving basic services or infrastructure?' (set to 'No') and 'Is this project creating or sustaining jobs?' (set to 'Yes'). To the right of these dropdowns is a text input field labeled 'Indicate the population that will benefit from this service'. Below these fields is a text input field for 'Anticipated Jobs Created or Sustained'. At the bottom, the 'End of Project Information' section is highlighted with a red box, containing two text input fields: 'Actual Jobs Created or Sustained' and 'End of Project Indicators'.

## 2.1 Number of Actual Jobs

This indicator applies to any project that has created or sustained employment as a result of LEADER funding.

Prior to the LAG/IP User being able to move a project from Stage 2 to Stage 3, they answered the following question: *Is this project creating or sustaining jobs?*

If the user answered 'Yes' to this question, they will (by the end of February of the following calendar year), be asked to provide the actual number of jobs created or sustained, including a breakdown of full-time, part-time and seasonal positions, the Full Time Equivalent (FTE) figures **and** the gender breakdown for same.

**Please note:** Pobal has provided an FTE calculation tool in Excel to all LAGs & IPs that will assist with the calculation of the actual FTE figures, including the gender breakdown (further detail on definitions and calculating the FTE figures can be seen in Appendix 2).

Please note that the 'actual jobs' indicator applies **only** to jobs created and/or sustained after the project was up and running. For example, if the project was a new coffee shop facility, the jobs created/sustained would **not** include the number of builders employed to build or decorate the coffee shop; it would only apply to the jobs that were created and/or sustained after the coffee shop was opened for business. If no jobs were created or sustained after the project was operational, please enter 0.

Figure 11: Actual Jobs screen on the LEADER ICT system

Job Count Project End

Actual Jobs Created & Sustained

Job Counts Project End

**General**

**New Jobs Created**

New Full-Time Male \* 1 New Part-Time Male \* 1 New Seasonal Male \* 1 New FTE Male \* 2.00

New Full-Time Female \* 2 New Part-Time Female \* 0 New Seasonal Female \* 0 New FTE Female \* 2.00

New FTE Total \* 4.00

**Existing Jobs Sustained**

Existing Full-Time Male \* 3 Existing Part-Time Male \* 2 Existing Seasonal Male \* 0 Existing FTE Male \* 4.00

Existing Full-Time Female \* 2 Existing Part-Time Female \* 3 Existing Seasonal Female \* 0 Existing FTE Female \* 3.50

Existing FTE Total \* 7.50

Note: Please enter zero where there are no jobs.

*It is important to note that these fields will be locked down once the user saves and closes the actual jobs screen. If the data here needs to be edited, the user must contact the LEADER administrator (leadersystem@pobal.ie).*

## 2.2 Training Projects: Number of participants

All projects where 'Training' was selected as the project type will be required to record the number of individuals who completed the LEADER funded training. Users will also be asked to provide information on the course duration, i.e. the course start date, the number of hours of training delivered per week and the number of weeks over which the course was delivered.

Figure 12: End of project indicator where the Project Type = Training

The screenshot shows a web form titled 'End Of Project Indicators'. At the top right, there is a dropdown menu labeled 'End Of Project Indicators' with up and down arrow icons. Below the title, there is a 'General' section. In this section, 'Sector or Initiative' is set to 'Biodiversity Protection Education/Awareness' and 'Project Type' is set to 'Training'. Below this, there is a section titled 'Number of participants in Training projects'. It contains a text input field for 'Number of participants who completed training\*' with a note 'Please enter zero if none'. At the bottom of this section, there are three input fields: 'Course start date\*' with a calendar icon, 'Number of training hours per week\*' with a numeric input field, and 'Number of weeks\*' with a numeric input field.

## 2.3 Rural Tourism Projects: Number of visitors

Projects included under the 'Rural Tourism' sub-theme (1.1) will be required to report on the number of individuals who visited the tourist attraction annually a) **before** the LEADER funding (if applicable) and b) **after** the LEADER funding for the project. The difference between the before and after figures will represent the number of people visiting the attraction that can be attributed to the LEADER funding, and this figure will be used nationally to identify the benefit for rural tourism. **The system will automatically calculate the difference between the before and after figures.**

As shown in the example below, this project/rural tourism attraction had 100 visitors annually prior to LEADER funding and 150 visitors per year after the funding; therefore 50 visitors can be attributed to the improvements made as a result of LEADER funding.

In addition, these projects will be asked if a social media site or web page was set up, and if so the average number of hits per month.

**Please note:** when answering this question you are being asked to provide an annual figure or where this is not available, an annualised estimate. If the project has been in operation for less than a year, please use the data that you have available to estimate what the annual figure would be (taking seasonal variations, once off events etc. into account).

For example, if a project funded the establishment of a walking tour, and the project was up and running for 9 months at the time of reporting, please provide an estimate of what the visitor numbers would be for a full year. If the project funded a once off event such as an annual food festival, please only provide the figures that attended/benefitted from the event for that year.

Figure 13: End of project information required for rural tourism projects

**End Of Project Indicators**

**General**

Sector or Initiative:  Project Type:

**Number of visitors for Rural Tourism projects**

Number of annual visitors before LEADER Funding\*:

If there were no visitors prior to LEADER funding, please enter zero.

Number of annual visitors after LEADER Funding\*:

Additional annual visitors due to LEADER Funding:

PLEASE NOTE: Where the project is in operation for less than or more than a year, please provide an annualised estimate for the number of visitors. In cases where the number of visitors is not recorded, an estimated figure should be provided. Please enter zero if applicable.

Has a website or social media page been set up?\*:  Number of hits per month\*:

## 2.4 Number of people availing of services for hard to reach communities

Projects funded under sub-theme 2.1 'Provision of basic services targeted at hard to reach communities' AND projects that have the Applicant Type 'Hard to reach communities' will be required to report on the total number of individuals who availed of services provided.

Figure 14: End of project information for projects working with hard to reach communities

**Number of people availing of Basic Services for Hard to reach Communities**

Number of people who availed of the service annually\*:

PLEASE NOTE: Where the project is in operation for less than or more than a year, please provide an annualised estimate for the number of people availing of the service. In cases where the number of people is not recorded, an estimated figure should be provided. Please enter zero if applicable.

**Please note** when answering this question you are being asked to provide an annual figure or where this is not available, an annualised estimate – if the project has been in operation for less than a year, please use the data that you have available to estimate what the annual figure would be (taking seasonal variations into account).

## 2.5 Rural Youth Projects: Number of young people availing of services

All projects funded under sub-theme 2.2 'Rural Youth' are required to report on the number of young people who participated directly in interventions/services on completion of the project.



Figure 15: End of Project Information required for Rural Youth projects

Number of young people participating in Rural Youth projects

Number of young people who availed of the service annually \*

PLEASE NOTE: Where the project is in operation for less than or more than a year, please provide an annualised estimate for the number of young people availing of the service. In cases where the number of young people is not recorded, an estimated figure should be provided. Please enter zero if applicable.

**Please note** when answering this question you are being asked to provide an annual figure or where this is not available, an annualised estimate – if the project has been in operation for less than a year, please use the data that you have available to estimate what the annual figure would be (taking seasonal variations into account).

## 2.6 Projects with multiple indicators

Some projects will fall under more than one of the above categories and will therefore be required to answer more than one set of questions when the project is completed. The screenshot below provides an example of a project that has the sub-theme of *Rural Tourism* and applicant type of *Hard to reach communities*.

Figure 16: Example of a project with 2 sets of questions to complete

Number of visitors for Rural Tourism projects

Number of annual visitors before LEADER Funding \*

700

If there were no visitors prior to LEADER funding, please enter zero.

Number of annual visitors after LEADER Funding \*

800

Additional annual visitors due to LEADER Funding

100

PLEASE NOTE: Where the project is in operation for less than or more than a year, please provide an annualised estimate for the number of visitors. In cases where the number of visitors is not recorded, an estimated figure should be provided. Please enter zero if applicable.

Has a website or social media page been set up? \*

Yes

Number of hits per month

300

Number of people availing of Basic Services for Hard to reach Communities

Number of people who availed of the service annually \*

60

PLEASE NOTE: Where the project is in operation for less than or more than a year, please provide an annualised estimate for the number of people availing of the service. In cases where the number of people is not recorded, an estimated figure should be provided. Please enter zero if applicable.

## 2.7 Email Alerts

In January each year, email alerts will be issued to the LAGs/IPs which have projects that need to be reported on by the end of February. The email will provide the project name and reference number for all projects that have a) actual jobs data to input and b) other end of project indicators (i.e. where the project has a relevant sub-theme, project type or applicant type as outlined in the sections above).

## Appendix 1 – Guidance for reporting on Employment

Employment figures are some of the most important indicators used to demonstrate the impact of LEADER funding nationally. Information relating to both anticipated jobs and actual jobs, created and sustained by LEADER funded projects is required. The specific questions asked are outlined in sections 1.10 and 2.1 of this document. Definitions and guidance on how to report in relation to jobs is provided here.

Users are asked to capture the number of full-time (FT), part-time (PT) and seasonal jobs in terms of new jobs created and existing jobs sustained as a result of a project. Users are then asked to provide a **Full Time Equivalent (FTE)** value for new or existing positions supported by LEADER funding. Users should use the following descriptions when assessing which category is applicable to the position.

Position Type	Description
<b>Full-time (FT) worker</b>	A full-time worker is an employee who works a specific number of hours defined as full-time by his/her employer. Different organisations may have different definitions as to what constitutes a full-time employee, e.g. 39 hours or 37.5 hours. In order to best reflect the promoters' organisation we ask you to apply the definition that is currently used by the employer.
<b>Part-time (PT) worker</b>	A part-time worker is an employee that does not meet the criteria for a full-time worker as set by their employer. Part-time workers work less hours than full-time workers, or are contracted to work fewer days per week.
<b>Seasonal worker</b>	A seasonal worker is an employee who performs labour or services on a seasonal basis. Seasonal jobs are temporary and short-term by definition. For example: some retailers hire extra workers specifically to cover busy periods, such as during holidays, or staff may be hired for once off events such as festivals etc.

The LAG/IP is then required to calculate and record the Full Time Equivalent value (FTE) for any jobs that will be created or sustained (both in relation to anticipated jobs at the beginning of a project and actual jobs after the project is completed).

### Calculating your full-time equivalent (FTE) value

An FTE value is used to convert the hours worked by part-time or seasonal employees into the equivalent hours worked by full-time employees. The FTE value will be calculated using the organisation's own definition of a full-time worker – for some this may be 39 hours, for others it may be 37.5 hours. A part time position (as per the definition above) works less than what is considered full time by the organisation. In many cases a part time position will be half time, e.g.

19.5 hours, which would equate to 0.5 of an FTE. However, part time positions vary greatly, for example 10, 15 or 20 hours per week could all be considered part time. Therefore the system cannot calculate the FTE figure, it must be calculated by the user, based on the promoter's definition of full time and the part time hours worked.

**Example 1:** A project promoter anticipates that three new jobs (one full-time and two part-time) will be created as a result of a LEADER funded project. In this organisation an employee working 39 hours per week qualifies as a full-time employee. So in this instance 1 FTE is equal to 39 hours per week.

Employee	Weekly work hours	Employee type
Employee 1	39.00	Full-time
Employee 2	19.50	Part-time
Employee 3	19.50	Part-time
<u>Total weekly hours</u>	<u>78</u>	
<u>FTE value</u>	<u>2.0</u>	

To calculate the **FTE value** for the above employees, add the total hours worked by each employee on a weekly basis (78), and divide by the full time hours (39).

**Answer:** The FTE value for the three employees is **2.0**.

This is a straightforward example, in which it can be seen that the three individuals employed work the equivalent number of hours of 2 full-time staff.

**Example 2:** A project promoter expects to sustain five positions, which would not have been sustained without LEADER funding. The number of hours that a full-time employee in this organisation works is 37.5 hours per week. Therefore, in this organisation, 1 FTE is equal to 37.5 hours per week.

Employee	Weekly work hours	Employee type
Employee 1	37.50	Full-time
Employee 2	37.50	Full-time
Employee 3	37.50	Seasonal
Employee 4	18.50	Part-time
Employee 5	15.00	Part-time
<u>Total weekly hours</u>	<u>146.00</u>	
<u>FTE value</u>	<u>3.89</u>	

To calculate the FTE value for all employees, add together the total hours worked by each employee on a weekly basis (146), and divide by the full time hours (37.5).

**Answer:** The FTE value for the five employees is **3.89**.

### Gender breakdown for completed projects

When a project is completed (i.e. the promoter has received final payment), the user will be required to input information in relation to the actual jobs created and/or sustained. All of the data outlined above (full time, part time, seasonal positions and FTEs) is required as well as a gender breakdown for each of the above categories. The screenshot below shows the fields that need to be populated when a project has been completed.

#### Actual Jobs Screen on ICT system

New Jobs Created							
New Full-Time Male *	<input type="text" value="1"/>	New Part-Time Male *	<input type="text" value="1"/>	New Seasonal Male *	<input type="text" value="1"/>	New FTE Male *	<input type="text" value="2.00"/>
New Full-Time Female *	<input type="text" value="2"/>	New Part-Time Female *	<input type="text" value="0"/>	New Seasonal Female *	<input type="text" value="0"/>	New FTE Female *	<input type="text" value="2.00"/>
						New FTE Total *	<input type="text" value="4.00"/>
Existing Jobs Sustained							
Existing Full-Time Male *	<input type="text" value="3"/>	Existing Part-Time Male *	<input type="text" value="2"/>	Existing Seasonal Male *	<input type="text" value="0"/>	Existing FTE Male *	<input type="text" value="4.00"/>
Existing Full-Time Female *	<input type="text" value="2"/>	Existing Part-Time Female *	<input type="text" value="3"/>	Existing Seasonal Female *	<input type="text" value="0"/>	Existing FTE Female *	<input type="text" value="3.50"/>
						Existing FTE Total *	<input type="text" value="7.50"/>

Note: Please enter zero where there are no jobs.

### Excel FTE calculation tool

Pobal has developed a handy tool to assist with inputting all of the above data. The user can enter the promoter's figure for a full time week, e.g. 39 hours, and then add the details for each employee. They will then be provided with a table which is identical to the fields as displayed on the ICT system so that they can easily see what needs to be populated for each field.

This tool has been circulated with this document and if you require another copy of it please contact the LEADER administrator at [leadersystem@pobal.ie](mailto:leadersystem@pobal.ie)

## Jobs Section Validation Rules

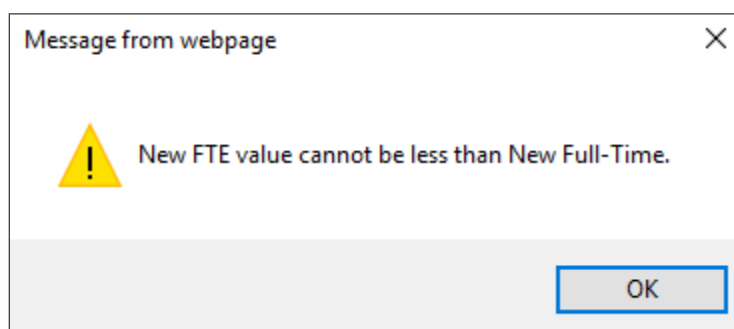
Validation rules have been incorporated into the LEADER ICT system to improve the quality of the data and prevent mistakes while inputting data. There are 2 validation rules currently in place which users should be aware of when entering FTE values.

**Validation Rule 1:** The FTE figure must be equal to, or greater than, the number of full-time (FT) staff.

**Example:** If LEADER funding has supported 3 'New Full-Time', workers and sustained 5 'Existing Full-Time' staff, then the value for 'New FTE', must be **at least** equal to 3 and the value for 'Existing FTE', must equal **at least** 5.

The screenshot shows the 'Job Count' form with the title 'Anticipated jobs created or sustained'. Under the 'General' tab, there are input fields for 'New Full-Time', 'Existing Full-Time', 'New Part-Time', 'Existing Part-Time', 'New Seasonal', 'Existing Seasonal', 'New FTE', and 'Existing FTE'. The values entered are: New Full-Time: 3, Existing Full-Time: 5, New Part-Time: 0, Existing Part-Time: 0, New Seasonal: 0, Existing Seasonal: 0, New FTE: 3.00, and Existing FTE: 5.00. Red boxes highlight the 'New Full-Time' and 'Existing Full-Time' fields on the left, and the 'New FTE' and 'Existing FTE' fields on the right, illustrating that the FTE values must be at least equal to the full-time staff counts.

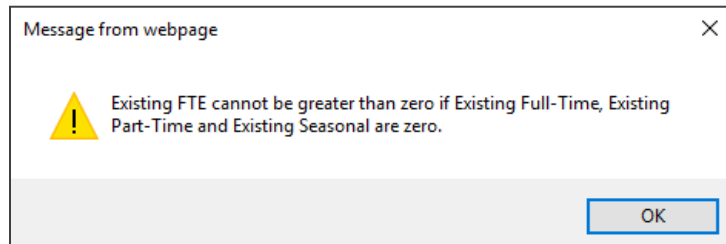
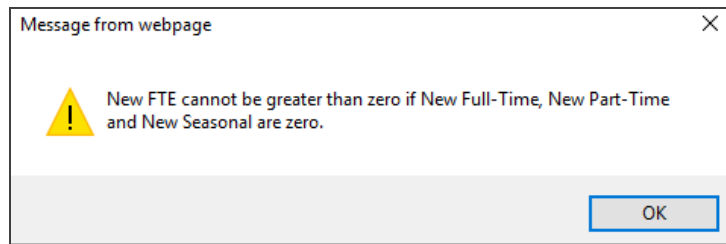
If you enter an FTE value lower than the number entered for 'New Full-Time' or 'Existing Full-Time' staff, then you will receive the following error message upon saving, prompting you to re-enter your data.



**Validation Rule 2:** If the values entered for full-time, part-time and seasonal workers are all equal to zero, then the FTE value must also be zero.

The screenshot shows the 'Job Count' form with the title 'Anticipated jobs created or sustained'. Under the 'General' tab, there are input fields for 'New Full-Time', 'Existing Full-Time', 'New Part-Time', 'Existing Part-Time', 'New Seasonal', 'Existing Seasonal', 'New FTE', and 'Existing FTE'. The values entered are: New Full-Time: 0, Existing Full-Time: 0, New Part-Time: 0, Existing Part-Time: 0, New Seasonal: 0, Existing Seasonal: 0, New FTE: 0.00, and Existing FTE: 0.00. Red boxes highlight the group of worker count fields (New Full-Time, Existing Full-Time, New Part-Time, Existing Part-Time, New Seasonal, Existing Seasonal) and the 'New FTE' and 'Existing FTE' fields, illustrating that if all worker counts are zero, the FTE values must also be zero.

If you enter a value for new or existing FTEs without entering any other values higher than zero (for full-time, part-time or seasonal) then you will see one of the two following error messages upon saving and will be prompted to re-enter your data.



## Appendix 2 - Guidance on Categories per Sub-theme

### Overview

The categories for each project under all sub-themes are outlined below along with definitions and examples for guidance. Each project must be assigned to one sub-theme and then one primary category under Sector/Initiative within that sub-theme must be selected. There is an option for 'other' where a project does not fit into any of the categories provided under each sub-theme. The list of categories for each sub-theme will be reviewed and refined on the basis of additional projects types entered under the 'other' option.

### Theme 1: Economic Development, Enterprise Development & Job Creation

The focus of theme 1 relates to the challenge of driving continued local economic development, including the diversification of the rural economy to create employment opportunities for the local community, including those from disadvantaged groups.

#### ***Sub-theme 1.1 - Rural Tourism***

Rural tourism is an important sector that provides a stimulus for enterprise and job creation. As tourism is based on a particular asset that is generally place-specific, for example, landscape, history etc., it offers significant potential, even in peripheral areas. Interventions under this sub-theme should focus on actions that have the potential to make the area more attractive for local, national and foreign visitors.

Sector or Initiative	Description
<b>Activity or Adventure Tourism (angling, walking, cycling)</b>	Activity based tourism projects such as walking, cycling, hiking and other physical activities. Please note this category does not include water based activities.
<b>Agri-Tourism</b>	Agriculture or horticulture based activities, e.g. visits to working farms, farmhouse stays, and promotion/sale of farm produce.
<b>Cluster or network of Tourism Businesses</b>	Networking projects designed to avail of linkages and synergies, e.g. tourism hubs to facilitate a multi-sectoral approach.
<b>Culture and Heritage Tourism</b>	Projects focused on cultural, historic or heritage-based events or attractions.

<b>Eco-Tourism</b>	Projects with a positive impact on the natural environment and/or the welfare of local communities.
<b>Food Tourism</b>	Culinary attractions/events aimed at tourists, such as food trails and food tours.
<b>Health and Wellness Tourism</b>	Projects that promote health and well-being, for example spas and specialised retreats.
<b>Marine and Water-based Tourism</b>	Projects centered on Ireland's coastal and inland waters as attractions, including angling, surfing, sailing and water-sports.
<b>Promotion of area as 'destination' (website development etc.)</b>	Projects that promote an area through, for example, marketing, branding, website development, app development etc., to increase the number of visitors to an area.
<b>Other (please specify)</b>	If the rural tourism project does not fit in one of the above categories please specify the nature of the project.

### ***Sub-theme 1.2 - Enterprise Development***

To support the diversification of the rural economy, the CEDRA report (2014) identifies potential sectors for future enterprise development, in recognition that SMEs in rural areas face key challenges, and were disproportionately at risk of closure with the economic downturn. In the context of Priority 6, the development of inclusive models of business support is an important tool to realise the potential of groups who are underrepresented in enterprise, for example, women, young people and people with a disability.

<b>Sector or Initiative</b>	<b>Description</b>
<b>Agricultural Diversification</b>	Entrepreneurial use of farm resources for non-agricultural purposes, for example, farm shops, recreational activities etc.
<b>Creative Industries</b>	Enterprises relating to creative industries including traditional crafts, design, visual and performing arts, music, film, TV, radio etc.



<b>Food &amp; Beverage</b>	Enterprises relating to the food and beverage industry, e.g. Specialty foods and beverages, artisan foods, craft beers etc.
<b>Hospitality</b>	Enterprises in the hospitality industry including hotels, accommodation, lodgings. Please note this category does not include restaurants and pubs.
<b>ICT</b>	Enterprises in the field of ICT including website, application, software development etc.
<b>Marine Diversification (e.g. fish smoking)</b>	Entrepreneurial projects relating to diversifying activities/products in the marine sector, e.g. fish smoking, diversified fish products, seaweed cultivation/products etc.
<b>Other (please specify)</b>	If the enterprise development project does not fit in one of the above categories please specify the nature of the project.

### ***Sub-theme 1.3 - Rural Towns***

This sub-theme supports the regeneration of rural towns by promoting them as attractive places to visit, live and do business in. The CEDRA (2014) report outlines how many rural towns felt the impact of the economic downturn more acutely than urban areas, with high levels of unemployment and poverty. LEADER is particularly suited to revitalising rural towns through co-ordinating an integrated approach that builds on the economic strengths and infrastructure of the area.

<b>Sector or Initiative</b>	<b>Description</b>
<b>Development of community/recreation spaces</b>	Development of community facilities, green areas, parks, sporting facilities, children's playgrounds etc.
<b>Development of festivals</b>	Development of festivals to re-invigorate rural towns, e.g. historical, cultural, music, food or sporting festivals.
<b>Development of markets</b>	Development/promotion of market events such as farmers markets, craft markets etc. to re-

	invigorate rural towns and promote local produce.
<b>Maintenance or Restoration or Upgrading of built environment in town</b>	Projects/town renewal schemes that renovate derelict buildings with incentives to attract businesses to vacant properties.
<b>Streetscape enhancement</b>	Projects to create a more pleasant and functional physical environment in rural towns, e.g. planting trees, benches, lighting, paving etc.
<b>Tidy Towns</b>	Participants in the national or local Tidy Towns competitions.
<b>Other</b>	If the rural towns project does not fit in one of the above categories please specify the nature of the project.

#### ***Sub-theme 1.4 - Broadband***

Given the extent of work that is conducted online, increased access to reliable and high-speed broadband is vital for the economic and social development of rural areas and communities. This sub-theme supports local actions that complement the national initiatives tasked with developing a comprehensive rural broadband infrastructure.

<b>Sector or Initiative</b>	<b>Description</b>
<b>Action plans or feasibility studies</b>	Feasibility studies/action plans in relation to community broadband, improving local access to broadband.
<b>Capacity building or training</b>	Basic ICT training to priority groups, for example, to enable older people and young people to stay connected.
<b>Skills development projects</b>	Up-skilling within local communities in technical aspects relating to broadband installation.

<b>Small scale equipment projects</b>	Small scale equipment such as boosters, routers etc. for local businesses.
<b>Other (please specify)</b>	If the Broadband project does not fit in one of the above categories please specify the nature of the project.

## Theme 2: Social Inclusion

The focus of theme 2, relates to promoting the cohesion of the sub-regional area not only from an economic development perspective but also in relation to fostering social inclusion. In rural areas, the low density of population, high levels of out-migration and distance from urban centres, results in fewer employment options and lower levels of service provision than in urban areas.

### ***Sub-theme 2.1 - Provision of basic services targeted at hard to reach communities***

This sub-theme addresses a lack of access to basic services, for people living in rural and remote areas and groups who are at risk of social exclusion. In some cases, the particular service may never have existed in the locality or have been withdrawn. In rural areas, people's experience of exclusion is often compounded by physical isolation. The type of actions supported here may involve establishing a new service for hard to reach communities, or improving access to existing services. Projects under this sub-theme should be aimed at the target groups identified under LEADER (see the full list of target groups in Section 1.4 of this guidance document).

Sector or Initiative	Description
<b>Bereavement or Suicide-prevention Services</b>	Services providing supports and information around suicide prevention and bereavement.
<b>Education or Training</b>	New or existing education or training courses specifically targeting people at risk of social exclusion.
<b>Health</b>	Initiatives to improve access for target groups to health services.
<b>Personal support services</b>	Services providing personal supports such as counselling, family supports, mental health services, addiction services.
<b>Recreational or Physical Amenities</b>	Creating or improving access to recreational amenities such as sporting facilities, dance, exercise, gyms etc.
<b>Retail or financial services</b>	Creating or improving access to services aimed at target groups in the area of retail or financial services.
<b>Social or community amenities</b>	Creating or improving access to social and community amenities such as community halls,

	parent & toddler groups, community coffee mornings, community information events etc.
<b>Transport</b>	Local or rural transport initiatives such as car-shares, community/voluntary car schemes. Please note this category does not include purchase of vehicles.
<b>Other (please specify)</b>	If the basic services project does not fit in one of the above categories please specify the nature of the project.

### ***Sub-theme 2.2 - Rural Youth***

The significant increase in unemployment levels across many EU countries has had a severe impact on young people. The promotion of youth entrepreneurship and associated training can provide improved pathways for young people to access economic opportunities in rural areas. In addition, actions that develop the social infrastructure of rural areas provide important opportunities for young people to realise their potential. In the context of LEADER, young people are defined as people aged 15 to 35 years.

<b>Sector or Initiative</b>	<b>Description</b>
<b>Access to ICT</b>	Projects providing opportunities for improved access to ICT for young people.
<b>Arts</b>	Projects providing creative and arts based activities for young people.
<b>Sport or Recreation</b>	Projects providing sporting and recreation activities for young people.
<b>Youth Clubs or Cafés</b>	Provision of youth clubs and cafes for young people to gather and socialise in a safe, secure and supportive environment with a range of services provided.
<b>Youth Development</b>	Youth work and development initiatives, for example, afterschool clubs, summer camps, school transition programmes etc.
<b>Youth Entrepreneurship</b>	Information, capacity building, training to enable young people to develop skills in business start-up and enterprise.

**Other (please specify)**

If the rural youth project does not fit in one of the above categories please specify the nature of the project.

## Theme 3: Rural Environment

Theme 3 is focused on maximising the potential of the environment to contribute to the sustainable development of rural Ireland.

### ***Sub-theme 3.1 - Water Resources***

Greater protection of local water resources is essential for sustaining rural communities. Environmental schemes have the potential to play a pivotal role in addressing pressures on water reserves and in supporting the local community to conserve this valuable resource.

Sector or Initiative	Description
<b>Local action plans/feasibility studies</b>	Projects that will develop local water conservation plans and/or feasibility studies.
<b>Technical capacity building/training</b>	Capacity building on the technical aspects of water conservation/recycling schemes.
<b>Water conservation education/awareness</b>	Projects that raise local awareness about water conservation or water recycling.
<b>Water conservation initiatives</b>	Practical initiatives that conserve water (e.g. rainwater harvesting or use of greywater for fertilizer/irrigation and general washing).
<b>Other (please specify)</b>	If the water resources project does not fit in one of the above categories please specify the nature of the project.

### ***Sub-Theme 3.2 - Local Biodiversity***

Biodiversity, which encompasses natural wildlife, flora and fauna, is an important foundation to the healthy functioning of ecosystems. The protection of biodiversity is a growing concern, with the loss of various species of wildlife, flora and fauna as well as their natural habitat. Factors that impact on local biodiversity include population growth, cutting hedgerows and changes in land usage.

Sector or Initiative	Description
<b>Biodiversity protection education or awareness</b>	Projects that raise local awareness and provide guidance on how to protect biodiversity domestically.
<b>Environmental improvement initiatives</b>	Practical initiatives that support biodiversity and environmental improvements, e.g. upgrading parks and river walks, establishment of nature corridors, habitat creation and planting of native species.
<b>Local action plans/feasibility studies</b>	Projects that will develop action plans and/or feasibility studies that enhance and protect particular aspects of biodiversity.
<b>Other (please specify)</b>	If the biodiversity project does not fit in one of the above categories please specify the nature of the project.

### ***Sub-theme 3.3 - Renewable Energy***

Clean sources of energy have a lower environmental impact on nature than conventional energy technologies. This sub-theme is premised on the need to mitigate against the impact of recent environmental trends, including climate change. It is considered that community-based initiatives will play a key role in realising national and EU environmental targets, particularly in the reduction of carbon dioxide emissions through energy infrastructure. In addition, renewable energy technologies have the potential to generate new employment opportunities in rural areas.

Sector or Initiative	Description
<b>Local action plans/feasibility studies</b>	Projects that will develop action plans and feasibility studies in relation to renewable energy sources and green technologies.
<b>Practical sustainable energy initiatives</b>	Practical initiatives that deliver sustainable energy alternatives (e.g. solar power, biomass heating, community wind farms and community based heating systems).



<b>Renewable energy education/awareness</b>	Projects that raise local awareness and provide practical guidance on environmental issues and green technologies.
<b>Technical capacity building/training</b>	Capacity building actions may focus on the practical installation and use of renewable energy technologies.
<b>Other (please specify)</b>	If the renewable energy project does not fit in one of the above categories please specify the nature of the project.